

Headquarters  
Department of the Army  
Washington, DC  
15 June 1988

## Organization and Functions

### Relationships Between the Office, Secretary of the Army and the Army Staff

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Impact on New Manning System. This memorandum does not contain information that affects the New Manning System.

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#### 1. Purpose

This DA memorandum prescribes organizational relationships, policies, tasking authorities, and procedures within Headquarters, Department of the Army.

#### 2. References

- a. AR 10-5, Department of the Army, 1 December 1980.
- b. DA Memo 340-15, Staff Action Process and Correspondence Policies, 23 March 1987.

#### 3. Explanation of terms

- a. Headquarters, Department of the Army is defined as the executive part of the Department of the Army at the seat of government. It consists of the Secretariat and the Army Staff.
- b. The Secretariat is defined as those organizational elements assigned to the Office, Secretary of the Army.
- c. The Army Staff is the military staff to the Secretary of the Army and is presided over by the Chief of Staff.

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\* This memorandum supersedes DA Memo 10-7, 20 September 1981.

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#### 4. Responsibilities

a. The Secretary of the Army is responsible for the conduct of all affairs of the Department of the Army subject to laws and other acts of Congress and to the direction, authority, and control of the President and the Secretary of Defense. The Secretary of the Army may, except where constrained by law or higher authority, assign, detail, and prescribe the duties of members of the Army and civilian personnel of the Department of the Army.

b. To assist the Secretary of the Army in the execution of his responsibilities for the efficient administration and operation of the Department of the Army, the Secretary of the Army is provided by law, regulation and general orders with the following principal assistants: the Under Secretary of the Army, the Army Acquisition Executive, the Assistant Secretaries of the Army, the General Counsel, the Administrative Assistant to the Secretary of the Army, the Director of Information Systems for Command, Control, Communications and Computers, the Inspector General, the Auditor General, the Chief of Legislative Liaison, the Chief of Public Affairs, and the Director, Small and Disadvantaged Business Utilization. Each is responsible for specific functions which collectively embrace the civilian supervision of the administration, management, and policy aspects of the mission of the Department of the Army. Additionally, the Assistant Secretary of the Army (Financial Management), the Assistant Secretary of the Army (Research, Development and Acquisition) and the Director of Information Systems for Command, Control, Communications and Computers have program management responsibilities necessary for the conduct of Army's business. The offices of these officials, together with certain required boards and committees and the personal staff of the Secretary, comprise the Office, Secretary of the Army.

c. The Chief of Staff, in addition to other duties prescribed by law, is the principal professional military assistant and advisor to the Secretary of the Army and is authorized by him to supervise the members and organizations of the Army. The Chief of Staff is responsible to the Secretary for the efficiency of the Army and its preparedness for military operations and plans. In this regard, it is essential that the Chief of Staff be provided, in accordance with the relationship established by the Secretary, with such staff support from the Office of the Secretary as the Chief of Staff considers necessary to perform these duties.

#### 5. Procedures

a. The Secretary of the Army exercises authority through the Chief of Staff, the Under Secretary, the Army Acquisition Executive, the Assistant Secretaries, the General Counsel, the Administrative Assistant, the Director of Information Systems, Command, Control, Communications and Computers, the Inspector General, the Auditor General, the Chief of Legislative Liaison, the Chief of Public Affairs, and the Director, Small and Disadvantaged

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Business Utilization. The Secretary of the Army maintains under his immediate supervision those activities which involve vital relationships with the Secretary of Defense, Congress, other principal Government officials, and the public. In relationship with the Army Staff the Secretary of the Army is concerned directly with policies, plans, programs, and operations upon which decisions are required by himself, the Secretary of Defense, Joint Chiefs of Staff, National Security Council, and the President or which have an important or lasting impact on the operation of the Army.

b. The Under Secretary of the Army is the deputy to the Secretary of the Army and acts with full authority of the Secretary in the general management of the Department. Subject to the direction of the Secretary, the Under Secretary, the Army Acquisition Executive, and the other principal assistants deal directly with appropriate segments of the Army Staff in such areas as acquisition, manpower, logistics, financial management, research and development, legal matters, civil functions, operations research, information management and such other functional areas assigned to them by the Secretary of the Army in DA General Orders entitled "Assignment of Duties and Responsibilities Within the Office, Secretary of the Army," and elsewhere.

c. Under the direction of the Chief of Staff, the Army Staff furnishes professional advice and assistance to the Secretary and his principal assistants in developing and providing broad basic policies, plans, and programs for the guidance of the Department of the Army. The Army Staff assists the Office, Secretary of the Army in the preparation and issuance of directives and programs to implement such plans and policies and in the supervision of their execution.

d. The principal assistants to the Secretary provide guidance to the Army Staff and make recommendations to the Secretary on actions and policies. They assist in the interpretation of the views and objectives of the Secretary of Defense and the Secretary of the Army and in the development, review, revision, and presentation of Army recommendations and actions to ensure that they conform to the guidance and policies of the Secretary of the Army, the Secretary of Defense, the President, and the Congress. They act for the Secretary in matters of continuing functional responsibility, and in other matters as directed.

e. In long range and major problem areas, the Secretary or his principal assistants may provide guidance concerning the response, plan, or recommendations required to ensure that essential factors are considered by the Army Staff. As a matter of procedure, actions on major matters which will be brought to the attention of the Chief of Staff or the Secretary of the Army, or both, will be discussed during development by the senior responsible official of the Army Staff with the appropriate principal assistants to the Secretary whose recommendations will be included when the action is transmitted to the Chief of Staff. Further, actions signed by the Chief of Staff will not be changed enroute to the Secretary of the Army without consultation with the Chief of Staff and the coordinating Secretariat offices. Any

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differing viewpoints will be presented to both the Chief of Staff and the Secretary of the Army.

f. Tasking of the Army Staff in matters that involve new policy determinations, change to existing policy, or initiate major activity by the Army Staff including program management matters is limited to the principals of the Office, Secretary of the Army: the Secretary, the Under Secretary, the Army Acquisition Executive, the Assistant Secretaries, the General Counsel, the Administrative Assistant, the Director of Information Systems for Command, Control, Communications and Computers, the Inspector General, the Auditor General, the Chief of Legislative Liaison, the Chief of Public Affairs, the Director, Small and Disadvantaged Business Utilization, the Deputy Under Secretaries, the Deputy Assistant Secretaries and designated Special Assistants. It is accomplished through the Director of Executive Communications and Control who reports concurrently to the Administrative Assistant and to the Director of the Army Staff (DAS). As a matter of practice, Deputies and Executive Officers of the named officials may exercise signature authority in such taskings.

g. Contacting the Army Staff in the seeking of information, furtherance of previously initiated major activity, and in the normal exercise of functional responsibilities by all designated officials of the Office, Secretary of the Army is proper and is encouraged. All officials of the Office, Secretary of the Army and of the Army Staff must recognize the continuing requirement for the exchange of information and the informal daily coordination essential to best accomplish the mission. Similarly, they will be continually alert to ensure that no procedures are instituted that inhibit responsiveness to the requirements of the principals of the Office, Secretary of the Army, the Chief of Staff or the Army Staff. Functional responsibilities of the Office, Secretary of the Army and of the Army Staff are contained in AR 10-5. Operating procedures are contained in DA Memorandum 340-15.

h. Taskings of Major Army Commands (MACOM) and Field Operating Agencies (FOA) under the supervision of the Chief of Staff will be through the Administrative Assistant's (AA) office and the DAS. Data calls on program management matters that would have previously flowed directly from the Comptroller, the Deputy Chief of Staff for Research, Development and Acquisition or the Assistant Chief of Staff for Information Management to Army Staff agencies, MACOMs or FOAs may continue from the Assistant Secretary of the Army (Financial Management), the Assistant Secretary of the Army (Research, Development and Acquisition), and the Director of Information Systems for Command, Control, Communications and Computers with information copies of the actions being provided to the Director of Executive Communications and Control.

i. Taskings by the Army Staff of Secretariat officials are accomplished through the Director of Executive Communications and Control. In this regard, a request for information from an Army Staff agency to the Secretariat that

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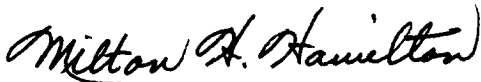
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is generally available and necessary for the accomplishment of their duties is not considered a tasking and should be accomplished as described by paragraph 5g above.

(SAAA-PP)

By Order of the Secretary of the Army:

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